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Executive Registry

76-3312

DDA 76-4356

30 August 1976

MEMORANDUM FOR: Deputy Director of Central Intelligence  
FROM : John F. Blake  
Deputy Director for Administration

Hank:

1. You will recall at the Executive Advisory Group Meeting on 27 August, I made particular comment on a proposal by Sayre Stevens to do more in the matter of Intra-Directorate rotation.

25X1A 2. I thought you might like to review how we have recently gone about it in this Directorate. First of all, the matter was discussed for several hours at the DDA Office Directors' Conference [REDACTED] in April of this year. There was a favorable majority, but not a complete consensus on the part of the Office Directors to see the program developed. However, the need for such a program just screams and we decided to go ahead. All ultimately cooperated in a good and reasonable fashion.

3. There is attached for your perusal extracts from the proceedings of the Office Directors' Conference, a copy of a memorandum announcing our intent to implement the program and, thirdly, a copy of the memorandum announcing the rotations.

4. We intend to give this matter some publicity as I think it will be a contribution to morale. Our first endeavor will be an article, complete with a photograph, in the October 1976 issue of the DDA publication, "Exchange".

[REDACTED]  
John F. Blake

25X1A

Atts

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CL BY 001777

EXTRACT FROM MINUTES OF 2-4 APRIL 1976 DDA OFFICE DIRECTORS CONFERENCE:

DDA INTER-OFFICE ROTATION

25X1A "Mr. Blake stressed that the last two conferences placed emphasis on the desirability of inter-office rotation. Little has happened to this point. In his opinion, a small number of individuals whose bona fides are good and seem to have strong potential for leadership over the next ten years need to get broadened experience within the Directorate. Mr. Fitzwater, supported by [REDACTED] made some good points on behalf of the problems of rotation in those Offices heavily populated with technical specialties. While strongly supporting inter-office rotation, there are some inherent problems that must be faced. Generally speaking, it was agreed that personnel at the lower levels are not likely to be ready for rotation outside their home base Office and GS-14 was accepted as the minimum grade. While ways of implementing a rotation scheme varied among the Office Directors, it was agreed that, at least to get a program started, a somewhat formalized structure will be necessary. Mr. Blake committed himself to get this underway within 60 days.

"It might be worth noting that at least one Office Director suggested that he tends to favor a confederation of Offices and is not sure that this is bad since the Offices within the DDA are heterogeneous entities requiring different skills among its people. He admitted that there might be a very few individuals in his Office who could be rotated elsewhere and these might be the long-range manager talent the Directorate is looking for. He cautioned, however, that the overall Directorate effort should be limited indeed.

25X1A "After the above discussion on rotation in general, [REDACTED] asked the question as to whether the Office Directors present felt that they would be better qualified to manage their Offices if they had had rotational assignments earlier. Each of the Office Directors was asked to respond and, interestingly enough, only three felt strongly that rotational assignments made for better management capability. The others pretty much took the position that while nice, it was not essential to good management. Of overriding importance is the necessity to have broad experience in the Office which he directs.

"Although most of the Office Directors expressed the opinion that inter-office rotation is not necessarily a training ground for managers, they agreed that a rotational program would be worthwhile both to provide a broader base for management and to reduce or eliminate parochialism."

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PERSONNEL  
27 May 1976

DDA ADMINISTRATIVE  
NOTICE 76-6

## DDA PERSONNEL ROTATION PROGRAM

### POLICY

It is the policy of the Directorate of Administration that employees be given the opportunity to develop and strengthen their experience in the broadest possible areas of administrative support. To assist in achieving this goal a limited Directorate rotational program is established to select highly qualified individuals for assignment to positions in Sub-Groups other than their own. As experience is gained in operating this program its extension is envisioned.

### ELIGIBILITY

Staff personnel in grades GS-14 through GS-16 are eligible for nomination. Those nominated will have demonstrated the ability to assume positions encompassing broader responsibilities and covering wider administrative dimensions. Each employee selected should have exhibited excellent performance in his area of responsibility as indicated by the last two fitness reports.

### POSITION IDENTIFICATION AND SELECTION PROCESS

To implement this policy each DDA Office Director (except D/MS) will identify at least one position at the GS-15/16 grade level which may be staffed by an officer from another DDA Sub-Group. He will also select at least two officers from his Sub-Group to be considered for rotation to another Sub-Group. Details on each position as to grade, type duties to be performed, recommended length of assignment, and the date assignee is needed will be prepared. For each officer nominated a current biographic profile, the last two fitness reports and a short resume of duties in his various assignments will be provided. This information will be forwarded to the DDA/CMO not later than 1 July 1976.

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By 15 July 1976 the DDA/CMO will forward to each Office Director information on positions identified and officers nominated for rotation by the Sub-Groups. Each Office Director will submit by 2 August to the DDA/CMO his recommendation for proposed assignment of officers to each of the identified positions indicating a principal and an alternate for each.

By 16 August 1976 the Senior Personnel Resources Board will convene to select primary and alternate candidates for each position. The list of Board selectees will be forwarded to the DDA for final approval; concurrently, the reassignment date (usually within a six-month period) will be established.

The program now being administered by the DDA Personnel Panel to fill a limited number of MG positions for which no MG officer is available is considered a supplemental plan and is not to be used as an alternative to this program.

#### DURATION

Normally the assignment will be for a two-year period and a letter of understanding will detail the agreement. The sponsoring office will maintain career responsibility for its candidate. This will include competitive ranking evaluation so that the individual will receive appropriate consideration for further development and advancement. The host office will prepare the employee's annual fitness report and any other correspondence concerning performance in the assignment. The employee will be assigned to an established position and will not be placed in the development complement.

#### EMPLOYEE COUNSELLING

The selected employee will be advised of assignment duration and of the obligation to return to the parent office upon completion of the prescribed tour. The employee will be advised that this voluntary assignment is a developmental one designed to broaden his view of Agency requirements and further develop his managerial skills. It is the responsibility of the sponsoring office to ensure that the employee receives firm counselling on the purpose of the rotational assignment, promotions, future assignments, and what is planned upon return from the rotational assignment.

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ANNOUNCEMENTS

Each Office will ensure that all qualified employees are considered for this voluntary program. Interested employees should make known to their respective career Sub-Groups their interest in being considered for participation in the program. Inquiring employees will be counselled on their eligibility for program participation. Employees are reminded, however, that only a few positions are being identified and, therefore, only the most highly qualified will be selected to participate.

POSITIONS

Although Offices may identify more than one position for Senior Personnel Resource Board consideration each (including O/DDA but with the exception of OMS) will host one officer during the initial phase of the program.

STATINTL



John F. Blake  
Deputy Director  
for  
Administration

23 August 1976

MEMORANDUM FOR: Deputy Director for Administration

25X1A FROM : [REDACTED]  
THROUGH : Chairman, Senior Personnel Resources Board  
SUBJECT : Senior Rotation Program

1. The Senior Personnel Resources Board has been meeting in a series of sessions to complete a list of candidates for the Senior Rotation Program. Candidates nominated for your approval are as follows:

	<u>Office</u>	<u>Position</u>	<u>Person</u>	<u>SD</u>
	Communications	C/Engineering Support Div	<span style="background-color: black; color: black;">[REDACTED]</span>	MZ (ODP)
	Personnel	O/DD/Pers for Plans & Control		MT (OTR)
25X1A	Data Processing	Chief/"C" Division		ML (OL)
	Security	DC/Technical Security Div		MC (OC)
	Training	Instructional Dev Group		MS (OS)
	Finance	Acct/Member Planning Staff		MG (O-DDA)
	Logistics	Log Plan Off/C/Plns & Prog Stf		MF (OF)

25X1A 2. All Office Directors have accepted the personnel as indicated  
25X1A above. [REDACTED], the SSA, however, has serious reservations  
25X1A about the nominee, [REDACTED] as his assistant. He is concerned  
25X1A about his depth of knowledge and ability to respond to the many problems  
25X1A presented to the SSA and Assistant SSA/DDA. Also he has reservations con-  
cerning [REDACTED] who was considered by the Board as an alternate  
for the position, because he feels that [REDACTED] may not have sufficient  
stature for the job. This nomination appears to be the only problem  
existing at this time. Your approval of this report should indicate your  
specific desires for the position of Assistant SSA/DDA.

~~CONFIDENTIAL~~-2-

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3. The actual rotation date for the officers listed above will be arranged with each Office Director. It is anticipated that some will be as soon as the month of September 1976 and others could be delayed as late as Spring 1977.

25X1A



25X1A

APPROVED



28 Aug '76

DISAPPROVED:

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## ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Intra-Directorate Rotation

FROM: John F. Blake  
Deputy Director for Administration  
Room 7D-24, Headquarters

EXTENSION

NO.

DATE

10 September 1976

STATINTL

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S  
INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

1. Secretary, Executive Advisory Group  
Attn: Mr. Taylor
2. Room 4E-42, Hqs.

13 SEP 1976

JT

Jim:

I refer the attached papers to your attention primarily because of the attached routing slip note from Hank Knoche. It is my own opinion, with the wrestling we are now doing with the Executive Advisory Group that the time is appropriate to schedule this matter. I would appreciate the return of the papers after you have perused them.

3.

DDA

14 SEP 1976

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STATINTL

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Att:

DDA 76-4356

10.

Distribution:

Orig RS - Mr. Taylor w/Orig  
of Att

11.

12.

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14.

15.

Jack: Thanks. Assume you will cover the general topic of rotation in the EAG session. I see no reason to give separate attention to this in EAG, do you? JT.

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SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
UNCLASSIFIED	CONFIDENTIAL	SECRET	
OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	DDCI	9/5	HKL
2	Room 7D-6011 Headquarters		
3	DDA		
4			
5			
6			
ACTION	DIRECT REPLY	PREPARE REPLY	
APPROVAL	DISPATCH	RECOMMENDATION	
COMMENT	FILE	RETURN	
CONCURRENCE	INFORMATION	SIGNATURE	
Remarks:		Executive Registry	
7 SEP 1976		76-3312/1	
<p>Jack —          Thanks. Something          along these lines should          be useful as a          model for EAG.          H/K</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO		DATE	
DD/Administration 7D-24		8/30/76	
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*Del  
See*



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